

# COWLITZ COUNTY HEALTH DEPARTMENT STRATEGIC WORK PLAN

MISSION: THE COWLITZ COUNTY HEALTH DEPARTMENT AND ITS PARTNERS IN THE COMMUNITY  
PROMOTE HEALTH AND PREVENT DISEASE IN PEOPLE WHILE FOSTERING A HEALTHY ENVIRONMENT

**GOAL 1:     REDUCE THE INCIDENCE OF COMMUNICABLE DISEASES AMONG COWLITZ COUNTY RESIDENTS**

*Objective A:    Develop and Maintain a Communicable Disease Reporting System to Identify Emerging Health Threats*

Activities	Outcomes	Timelines	Staff
Update current CCHD staff phone list	Current staff phone list is completed and maintained	Completed	SG
Review and revise staff contact information for disease reporting by the public	Staff roles delineated for disease reporting process	04-15-01	GB
Provide a mechanism for 24-hour (telephone) disease reporting that includes: <ul style="list-style-type: none"><li>published phone number</li><li>instruction sheet on how/when to contact</li><li>distribution list/date of distribution</li></ul>	System in place for reporting notifiable conditions as required by DOH	06-30-01	GB
Provide to DOH, appropriate local agencies, schools, and law enforcement, labs, etc., the staff contact information on disease reporting	Current contact information is available and maintained	05-01-01	GB/SG
Provide to CCHD staff disease reporting information	Clear understanding of roles/responsibilities	06-30-01	SG
Provide staff training on the disease reporting process	Clear understanding of roles/responsibilities	06-30-01	LM/SK/JW
Develop and implement all CD protocols, including communicating with the mass media: <ul style="list-style-type: none"><li>prior to the completion of CCHD CD protocols, all CCHD staff will follow the 2000 red book when dealing with communicable disease issues</li><li>ensure that the Oregon Health Division protocols/forms can be utilized and revised by the CCHD</li></ul>	Communicable Disease (CD) protocols/system in place	12-31-01  Ongoing until protocols complete  Completed	Varies  PHNs  SG/IS

**Objective A (continued)**

Activities	Outcomes	Timelines	Staff
<ul style="list-style-type: none"> <li>Match Oregon Health Division protocols against Washington notifiable conditions</li> <li>Create protocols for notifiable condition communicable diseases not available through the Oregon Health Division (completed through assignments to various CCHD staff)</li> <li>Ensure that procedures are documented for exercising legal authority for disease control</li> <li>Ensure that procedures state that disease investigations begin within one working day</li> </ul>		Completed  12-31-01	SG/JW/LM/SK  PHNs/AIDS  PHNs/SG//MF  SG/JW/LM/SK/MF
CCHD staff will be available to answer questions regarding Communicable Disease	Information regarding CD is available to community members		JW/LM/SK
CCHD staff will be available to respond to CD outbreaks	CD issues dealt with in timely and professional manner		JW/LM/SK
A mechanism will be in place that designates a lead staff person to head up each CD investigation	One staff person will be assigned to lead investigation		SG
Develop and maintain an “Epi Team” mechanism to facilitate communication during disease outbreaks	Informed team members and staff	07-31-01	LM/SK/JW
Determine the feasibility of placing the completed protocols on the Intranet	Accessible protocols for staff	07-31-01	SG/IS/JD
Develop a system for dissemination of public health alerts (system to include process for assuring accuracy/clarity of message)	Policies in place that identify time frames and expectations for staff regarding information sharing	07-31-01	SG
Review and maintain a current contact list of media, providers, and other key stakeholders	Email/fax/addresses of surveillance participants	Ongoing	JW/LM/SK/JMK
Provide annual updates on the status of Communicable Disease to the Cowlitz County BOH	Increased understanding of public health issues	Ongoing	SG

**Objective B:   Review and Strengthen the Communicable Disease Surveillance System in Cowlitz County**

Activities	Outcomes	Timelines	Staff
Assign CCHD staff to work in the CD program	Sufficient staff available to carry out CD program functions	04-01-01	SG
Assess Cowlitz County notifiable conditions surveillance system	Determine strengths and weaknesses	06-30-01	JW/LM/SK
Information is given to local providers about notifiable conditions and how to manage them	Providers report notifiable conditions	Ongoing	JW/LM/SK
Explore various opportunities to provide communicable disease education/outreach	Increase awareness/understanding of CD disease transmission	Ongoing	All
Keep informed of work on the DOH electronic reporting system	CCHD informed of upcoming technology	Ongoing	SG
A procedure is documented for securing emergency biologics	Protocols in place; staff understand procedure	07-31-01	LM

**Objective C: Expand and Maintain a Countywide System for Protecting County Residents Against Vaccine-Preventable Diseases**

Activities	Outcomes	Timelines	Staff
Continue to offer vaccinations at CCHD clinic	Community access to vaccines	Ongoing	PHNs
Conduct vaccine quality assurance program for providers	Providers complying with state mandated quality controls	Ongoing	LM
Continue to participate in the 100% Immunization community initiative committee	Community coordination	Ongoing	LM
Continue to promote and enter data into Child Profile	Community coordination	Ongoing	MP/PHNs
Coordinate with the Community Health Education Center for vaccine publicity	100% vaccination rate	Ongoing	SG
Continue to offer low cost Hepatitis A vaccine to all food handlers at time of card testing	Decreased rate of Hepatitis A	Ongoing	PHNs
Continue to offer free Hepatitis vaccine to high risk drug users	Decreased rate of Hepatitis	Ongoing	AIDS/PHNs
Continue to provide vaccine availability to patrons of needle exchange program	Decreased rate of Hepatitis	Ongoing	AIDS/PHNs
Continue to provide the “keep on track” immunization program to childcare providers	Increased immunization rates for children in childcare	Ongoing	LM
Provide education, information, and immunizations to travelers	Protect travelers from infections	Ongoing	PHNs

**Objective D:   Assure That All County Residents Have Access to Screening and Treatment for Communicable Diseases**

Activities	Outcomes	Timelines	Staff
Lists of private and public sources for referral to treatment are readily accessible to CCHD staff	Primary care accessed	06-01-01	JW/SK/LM
When disease control necessitates medical treatment, individuals are linked to private and public sources for medical treatment	Primary care accessed	Ongoing	PHNs/AIDS
Expand and explore accessibility to Healthy Options, Family Health Center, Basic Health Plan and BHP sponsorship program, SSI, and DSHS medical	Access to health care for all	Ongoing	PHNs
Review “HIV Task Force Plan” and “Youth and Bloodborne Disease” report and identify recommended strategies not implemented	Plan reviewed and recommendations made	05-31-01	AIDS/JW/LM/SK SG/MF/LB
Determine which strategies can be implemented	Effective strategies identified	06-30-01	SG/LB/MF
Develop a plan for the implementation of strategies	Effective strategies implemented	07-31-01	AIDS/JW/LM/SK

**Objective E:   Provide Information to the Community About Communicable Disease in a Timely and Professional Manner**

Activities	Outcomes	Timelines	Staff
Provide community support to individuals and families affected by Hepatitis	Individuals affected by Hepatitis feel supported	Monthly	SK/KN
Appoint a “Public Information Education Coordinator” to distribute assessment information and to evaluate the current system for the distribution of information via brochures, Website	Centralized location for information Coordination of ordering brochures	06-30-01	SG/LB
Health education related to bloodborne pathogens is provided to community members	Increased awareness of issues related to bloodborne pathogens	Ongoing	CG/EM/JW
Explore the possibility of expanding the educational offerings through the phone system	Increased customer services	05-01-01	SG/JDB
Designate a Public Information staff person to respond to the media during communicable disease outbreaks	Clear and articulate messages communicated	07-31-01	SG
Implement AIDS educational program goals and objectives through the van and various other outreach methods	Increased awareness of safer health practices	Ongoing	AIDS

**YEAR TWO GOAL**

**Objective A:   Explore the Possibility of Establishing a Communicable Disease Advisory Committee**

Activities	Outcomes	Timelines	Staff
Discuss with Public Health Advisory Committee (PHAC) members the need for a Communicable Disease Advisory Committee	Decision made regarding need for committee	Mar 2002	SG/LB

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**GOAL 2:** PROMOTE THE HEALTH AND WELL BEING OF INFANTS, CHILDREN, AND THEIR PARENTS

**Objective A:** *Collect, Monitor, and Disseminate Information Regarding Trends Which, Over Time, Affect Access to Critical Health Services*

Activities	Outcomes	Timelines	Staff
Monitor the health status/trends of PCH populations (ConCon)	Maintain achievements and improve health indicators with effective and appropriate use	Ongoing	PHNs
Begin to assess factors that affect women entering into prenatal care late	Determine gaps in current system	Ongoing	PHNs/SG/LB
Incorporate PCH objectives into local work plans and budgets (ConCon)	Increased collaboration	Ongoing	SG/LB
Develop and maintain collaborative working relationships with providers, health plans, and other organizations (ConCon)	Improved outcomes	Ongoing	All
Disseminate Fact Sheets and other assessment data/updates to PCH community partners/community	Increase knowledge of Cowlitz County issues/statistics	Ongoing	CH/LB/SG/All
Develop CCHD procedure for addressing data and media requests	Clear process in place	06-01-01	SG
Inform staff of set procedure	Clear process in place	06-01-01	SG
Include PCH data/fact sheets information on Websites	Community education	Ongoing	IS
Investigate various maternity home visitation models	Assure best practice	Ongoing	SG

**Objective B:   Work in Collaboration with Community Partners to Develop Systems That Include Resources for Public Health Protection and Information About Health Care Providers, Facilities, and Support Services**

Activities	Outcomes	Timelines	Staff
Mobilize community partnerships between policy makers, health care providers, families, general public, and others to identify and solve health problems (ConCon)	Coordinated service system	Ongoing	SG/LB
Begin to assess factors that affect women entering into prenatal care late	Determine gaps in current system	Ongoing	All
Work to clarify issues related to referral procedures	Effective systems that promote early access to care	Ongoing	SG/PHNs
Review CCHD PCH protocols/procedures; revise if necessary	Clearly defined procedures	06-30-01	Field PHN
Continue to offer MSS services	Improved pregnancy outcomes	Ongoing	Field PHN
Attend MSS team meetings	Improved pregnancy outcomes	Ongoing	Field PHN



**Objective C:   Assure That Men and Women Have Access to Family Planning Information/Referral/Education**

Activities	Outcomes	Timelines	Staff
Work with community partners regarding family planning services	Improve access to care	Ongoing	All
Determine CCHD role in distribution of emergency contraception kits (policies/procedures)	Clearly defined process/protocols	04-30-01	SG/MF
Explore ways/roles/ideas to communicate the shared responsibility of men in family planning	Increase men’s awareness of family planning issues	Ongoing	All
Assure that PR/Education disseminated is educationally and culturally sensitive	Effective outreach techniques	Ongoing	All
Secure family planning kits for educational use for clinic and field staff	Adequate equipment/resources to teach	05-01-01	SG
Provide or arrange for update training to staff on family planning issues	Staff is aware of current family planning techniques	Completed	SG
Utilize all opportunities to disseminate information about family planning services	No missed opportunities to educate	Ongoing	All

PENDING BASED ON FUNDING

Objective D: Review Infant and Child Deaths and Identify How They Might Have Been Prevented

Activities	Outcomes	Timelines	Staff
Investigate health problems/health hazards affecting local communities (ConCon)	Reduce morbidity/mortality	Ongoing	All
Continue with local CDR process	Review unexpected deaths to determine preventable deaths	Ongoing	LM/SG
Determine CCHD role to regional CDR team	CCHD role determined	06-01-01	SG/LB
Develop and maintain a partnership with SafeKids and CDR	Reduce unexpected deaths	Ongoing	SG/LM
Plan educational campaigns related to data obtained in CDR	Reduce unexpected deaths	Ongoing	LM/SG
Inform and educate public/families about health issues (Con Con)	Increase understanding/awareness of health issues	Ongoing	All

**Objective E:   Assure Infants, Children and Parents Are Linked to Health Services**

Activities	Outcomes	Timelines	Staff
Link people to needed personal health services and assure the provision of health care when otherwise unavailable	Assure the quality and accessibility of health services	Ongoing	All
Provide staffing for the following linkage health services programs: <ul style="list-style-type: none"><li>▪ Passport</li><li>▪ Children with Special Health Care Needs Program</li><li>▪ Work First – Children with Special Health Care Needs</li><li>▪ Building Child Care Capacity</li><li>▪ Blood Lead Levels Monitoring</li></ul>	Healthy children/families	Ongoing	CG LG CG (PHN backup) DS CH

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## GOAL 3: PROTECT COWLITZ COUNTY’S FOOD AND WATER SUPPLY

Objective A: Maintain Food Advisory Committee, Staff It, and Facilitate Meetings at Least Quarterly

Activities	Outcomes	Timelines	Staff
Continue quarterly Food Advisory Committee (FAC) meetings	Improved communication between industry and CCHD	Ongoing	AS/LB
Evaluate the need for and draft a county policy regarding barehand contact with ready-to-eat foods	Provide industry review and input for CCHD policies and procedures	10-31-01	AS/LB
Identify strategies with the FAC to increase food safety education	Various strategies devised and implemented to increase food education for industry	Ongoing	AS/LB

**Objective B:   Develop and Maintain a Countywide Surveillance System for Food and Waterborne Diseases**

Activities	Outcomes	Timelines	Staff
Assess current Environmental Health (EH) surveillance systems	Identify strengths/weaknesses	06-30-01	GB
Coordinate/participate with Community Health (CH) staff on Communicable Disease regarding <ul style="list-style-type: none"><li>▪ 24-hour reporting</li><li>▪ CD Protocol Committee</li><li>▪ CD education for provider campaign</li><li>▪ Electronic reporting</li></ul>	Coordinated efforts	Ongoing	GB
Provide/arrange for ongoing EH training in food/water disease investigation and reporting	Adequately trained staff	Ongoing	AS
Investigate report(s) of food/water borne diseases	Identify potential outbreaks and corrective actions to protect the public	Ongoing	AS/EHS

**Objective C: Maintain and Enhance a Countywide System for Protecting Residents Against Foodborne and Waterborne Disease**

Activities	Outcomes	Timelines	Staff
<b>Permitting/Monitoring/Inspection</b>			
Continue routine monitoring and permitting of food service establishments	Ensure compliance with WAC 246-215	Ongoing	VW/DM/AS
Evaluate existing surveillance of water systems and establish a routine schedule	Schedule established	10-31-01	TW
<b>Assessment and Evaluation of Program</b>			
Continue to evaluate and promote methods to address local health issues regarding food and water safety, including the continued promotion of low cost Hepatitis A vaccination of foodhandlers	Reduce incidence of illness related to food and water	Ongoing	AS (lead)
Assess current system for program monitoring: identify the needs, evaluate the options, and generate a proposal	Database specs identified; funds budgeted	02-28-02	GB/AS
<b>Education of Industry/Public</b>			
Continue food safety education of foodhandlers	Compliance with WAC 246-217	Ongoing	TC/ WSU/ EHS
Establish and enhance education of water system operators	Water system operators better informed about requirements and compliance with WACs	06-30-01	TW/GB
Enhance food safety education of the public	Reduce the incidence of illness related to food and water	Ongoing	FAC/EHS
<b>Investigation of Complaints</b>			
Continue and enhance timely investigation of complaints and recalls concerning food and water	Reduce the incidence of illness related to food and water	Ongoing	EHS
<b>Emergency Response</b>			
Continue and enhance staff response to program emergencies	Coordinated efforts	Ongoing	EHS/GB
<b>Review of Plans</b>			
Continue to provide plan review of food establishment and water systems	Ensure compliance with WAC 246-215 and WAC 246-291 in order to reduce the incidence of illness related to food and water	Ongoing	AS/TW
<b>Communication with Other Agencies</b>			
Continue and enhance communication with other agencies	Coordinated efforts	Ongoing	EHS
<b>Laboratory Services</b>			
Continue and enhance existing certified water laboratory for water bacteriology testing	Ensure compliance with WAC 246-291 in order to reduce the incidence of illness related to water	Ongoing	GB

**Objective D:    Create a Group B Water Systems Ad Hoc Drinking Water Committee, Staff It, and Facilitate Meetings**

Activities	Outcomes	Timelines	Staff
Identify potential members (Planning, BOH, CCHD, SMA, Group B owner/user, DOH adviser)	Enhance communication between CCHD and stakeholders	June 2002	TW
Recruit members for committee	Committee formed	Aug 2002	tbd
Assist the committee to establish structure and develop work plan, conveying committee recommendations to the BOH, with two foci: <ul style="list-style-type: none"><li>▪ examine the feasibility of development of a County Group B water system regulation for submittal to the County BOH</li><li>▪ review drinking water surveillance system</li></ul>	Committee recommendation conveyed to BOH regarding further pursuit of a County Group B water system regulation and surveillance system	Dec 2002	AS/LB

**Objective E: Enhance Staff Capacity to Monitor, Investigate and Educate Regarding Safe Food and Drinking Water**

Activities	Outcomes	Timelines	Staff
Assess and evaluate training needs, including for cross-training	Individual staff training plans	04-30-01	AS
Identify staff training opportunities and train staff	Increased staff flexibility and coverage	Annually	AS/LB
Maintain staff training database	Accurate training records	Ongoing	AS/JDB
Identify and participate in state and regional meetings	Enhanced communication with stakeholders	Ongoing	EHS/GB



**Objective F:    Respond to Community Requests for Information About Food and Water Safety in a Timely and Professional Manner**

Activities	Outcomes	Timelines	Staff
			AS/IS
Maintain and upgrade web page with informational and educational materials	Increased access to information	Ongoing	
Enhance staff training to provide improved customer service	Professional interaction with public	Dec 2001	tbd/LB/PS
Assess current information materials and establish central location supported by an index-resource manual	Timely access to requested information	Oct 2001	TC
Evaluate, identify needed improvements, and upgrade existing file maintenance	Improve records maintenance and accessibility	June 2001	TC

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**GOAL 4:     ADOPT AND MAINTAIN PROGRAMS THAT SUPPORT PREVENTION PRIORITIES  
                 THAT REFLECT ASSESSMENT DATA**

*Objective A:    With Involvement of Representative Community Members, Use Health Assessment Information to Guide Health Policy Decisions*

Activities	Outcomes	Timelines	Staff
Participate in the 2001 Behavioral Risk Factor Surveillance Survey (BRFSS)	Health status indicators available for planning purposes	Apr 2002	CH/SG/LB
Current information on health issues affecting the community is readily accessible <ul style="list-style-type: none"><li>Fact Sheets distributed</li><li>Web site updated regularly</li><li>Speaking presentations/responding to community requests</li></ul>	Increase awareness of health status of Cowlitz County	Ongoing	IS/SG/Varies
Information on health analysis is provided to community stakeholders	Increase awareness of health status of Cowlitz County	Ongoing	All
Investigate community health models which facilitate identification of gaps, resources, barriers	Models identified to assist in planning	07-31-01	SG/LB/AS
Identify gaps in resources/services in Cowlitz County	Gaps identified to assist in planning	Ongoing	All/Varies
Identify resources available in Cowlitz County	Community resources identified	Ongoing	All/Varies
Identify all relevant community committees, task forces, or workgroups	Ensure that relevant committees are identified	04-30-01	JW/SG/DT/AS
Assign staff to attend relevant committees, task forces, or workgroups	Staff represent CCHD in a knowledgeable manner	Ongoing	SG/AS
Staff will report on meeting outcomes at staff meetings	Increased staff awareness of community issues	Ongoing	All

**Objective B:   Select Prevention Program Priorities Based on Assessment Data**

Activities	Outcomes	Timelines	Staff
Analyze BRFSS data	Report available with Cowlitz County (CC) health status information	July 2002	CH
CCHD provides leadership in involving community members in considering assessment information to set prevention priorities	CCHD recognized as knowledgeable regarding health status of CC residents	Ongoing	All
Collaborate with agencies to mobilize activities to address selected prevention priorities and intervention plans are implemented	Efficient use of resources; better systems for residents	Ongoing	SG/LB/MF Assigned staff
Collaborate with community agencies such as Pathways 2020 to investigate the possibility of organizing a community forum to begin discussion about establishing a coordinated prevention system	Method identified to plan for a system to improve the health of CC	Ongoing	SG/LB/MF

**Objective C:   Assure that All County Residents Have Access to Services Intended to Screen for Chronic Disease**

Activities	Outcomes	Timelines	Staff
Identify Cowlitz County chronic disease screening services, locations, and costs	Service providers located and information is available to link families	09-30-01	JW
Identify the gaps in screening services	Gaps in screening services identified	Ongoing	PHNs/AIDS
Identify barriers to service	Barriers in accessing screening services identified	Ongoing	PHNs/AIDS
Staff receives training/information on programs, resources, services available in Cowlitz County	Knowledgeable and informed staff	Ongoing	SG/LB/MF

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**GOAL 5:     DEVELOP THE COWLITZ COUNTY HEALTH DEPARTMENT’S CAPACITY TO SERVE THE COMMUNITY**

*Objective A:    Assure a Competent Public Health Workforce*

Activities	Outcomes	Timelines	Staff
Maintain a qualified staffing capacity, and promote cultural competency (ConCon)	Competent trained staff better able to deal with public health issues in Cowlitz County	Ongoing	SG/LB/MF
Identify staff training needs at least annually at time of performance evaluation	Staff needs identified to assist in increasing competence	Ongoing	SG/LB/MF/AS/PS
Identify all trainings that need to occur on an annual basis	Required trainings identified and completed	07-01-01	SG/MF/AS/PS/PHNs
Provide or arrange for annual trainings, i.e., confidentiality, First Aid, Fit testing, bloodborne pathogens	Annual requirements met	Annually	Varies
Provide immunizations/TB testing to CCHD staff	Annual requirements met	Ongoing	Varies
When staff are reassigned, identify training needs	Assure staff are competent/trained	Ongoing	SG/LB/MF
Provide cross training for staff	Provide flexibility in staffing; increase knowledge and ability of staff	Ongoing	SG/LB/MF/AS/PS
Follow procedure for accessing training	Clear defined procedure	Ongoing	All
Staff participation in training opportunities is documented	Training database	Ongoing	All
Maintain staff training database	Readily accessible staff training data	Ongoing	JDB

Objective A (continued)

Activities	Outcomes	Timelines	Staff
Provide training in assessment to all staff	Ensure staff understand assessment and its place in public health	01-31-01 through 05-01-01; ongoing	CH
Provide relevant staff training in how to work effectively with the mass media	Increased competence	2002	tbd
Ensure that staff have resources to provide quality services to Cowlitz County residents	Increased competence	Ongoing	SG/LB/MF/AS/PS
Review materials in bookshelves; determine if necessary to maintain; identify additional materials needed	Current and appropriate resources are readily available and accessible for CCHD staff	04-15-01	SG/JW/LM/SK/JMK
Investigate Medicaid Administrative Match funds and how to capture	Increased funding revenue for CCHD	05-15-01	PS/SG/JDB
Train CCHD staff on capturing Medicaid Administrative Match funds	Increased funding revenue for CCHD	06-30-01	PS/SG/JDB

**Objective B:   Provide All Staff with Training in Coalition Development and Maintenance**

Activities	Outcomes	Timelines	Staff
CCHD staff will be assigned to attend various community meetings and report back to the larger group	CCHD representation at various community meetings	04-15-01	SG/AS/LB
Notebooks will be established and maintained containing minutes and related information from various community groups	Central location for meeting minutes	Completed	SG/JMK
Training will be offered in conducting meetings	Increased staff competence	Dec 2001	tbd
Training in evolution and maintenance of a representative group of people from different systems	Ability to mobilize coalitions	July 2002	SG/LB/MF

**YEAR TWO GOAL**

**Objective C:   Develop a Wellness Program for All Staff**

Activities	Outcomes	Timelines	Staff
Investigate the possibility of implementing a wellness program	Reduction of sick leave; improved morale	2002	SG/MF/LB/AS/PS